SES Selection/Management

Observations

- Too slow
- Limited flexibility to establish and reassign
  - People
  - Positions
- Difficult to attract right people in right quantities
- Rotation of SESs
  - To exploit capabilities/knowledge?
  - To develop capabilities/knowledge?

Causes

- Too many non-value-added steps
- Too many people involved
- Rice bowls
- Restrictive policy
- Lack of importance at DA
- Unpredictability of timeline – problems scheduling panels/boards

GOMO-Like Management

Positives

- "Shared leadership"
- Efficient
- Deliberate management of officer corps
- Central management and control

Emulate in "objective" SES management approach

Negatives

- Quick Rotation (2-3 yrs)
  - ⇨ Breadth vs Depth
- Inflexibility to rotate personnel
- Does not consider external candidates
- Centralized management

Guard against in "objective" SES management approach

SES Selection and Management
- Some Potential Recommendations -

DO

1. **Request authority to manage SESs within AMC**
   - **"Stretch Goal" of 45 days (i.e., ⇨ See L6S**
   - **Authority to reassign within AMC.**

OR

2. **Establish Senior Executive body to enable management of SES corps similar to 4-star GO**

   management process.

WILL

- **Establish Senior Executive body to enable management of SES corps similar to 4-star GO management process**
- **Schedule panels and boards in anticipation of release of package**
- **Recruit with limited overlap**
  - **Up to 3 months**
  - **Use standing vacancies to support selection**
  - **Establish "15(P)" to aid in position management if required**
- **Establish SES "developmental" positions to create pool**
  - **Select from pool to fill future vacancies with significantly shortened timelines**
  - **Rotate into PEO/DPEO positions under LCMC approach**
- **Select 2-3 star level SESs from within Army using only informal competition**

Leadership Development

Desired KSAs

- **Joint and Multi-Service**
- **Multi-functional (tailor to reqts of position)**
- **Military knowledge**
- **Technical competence**
- **Must build Mil-Civ networks, relationships, and trust**

Methods

DO

- **Ensure civilian training is proportionately resourced**
- **Mil-Civ merged leadership training at all levels**

WILL

- **Rotational assignments:**
  - **PEO/PM**
  - **Field**
  - **Other MACOMs**
  - **Other Services**
  - **TWI**
- **Mentorship**
- **Multiple certifications(ie., ACQ CORPS, L6S)**

Must manage deliberately and with senior executive attention